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THE ARMY ACQUISITION CORPS
AS AN ATTRACTIVE AND COMPETITIVE CAREER FIELD

BY

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THE ARMY ACQUISITION CORPS
AS AN ATTRACTIVE AND COMPETITIVE CAREER FIELD

AN INDIVIDUAL STUDY PROJECT

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OVERVIEW

> Developing, producing and fielding new systems
> is a complex process requiring the focused
> attention of knowledgeable professionals. The
> Army Acquisition Corps is the Army's program
> for developing military and civilian
> acquisition specialists and leaders. This
> program is designed to enhance and sustain the
> acquisition skills of a select group of
> military and civilian experts with proven
> technical experience. The program will
> integrate education training, experience,
> selection and promotion processes for the
> Acquisition Corps, both military and
> civilian.[1]

With this quote from the Department of the Army press
release on January 11, 1990, the U.S. Army announced the official
creation of the Army Acquisition Corps (AAC). The AAC will be
the Army's program that addresses that portion of the Defense
Management Review (DMR) of 1989, concerning the development of a
dedicated corps of acquisition specialists for each of the
Military Services.

The DMR is the latest in a series of Presidential
Commissions, Blue Ribbon Panels, Studies and Reviews, spanning
the past twenty years which have attempted to address the
problems and make recommendations on the ever growing and most
complex defense acquisition process.

Even though the focus of publicity from each report changes,

many of the problems are long standing ones. The DMR estimates that $30 to $40 billion a year might be saved by management improvements, and the President has made a commitment to major reform in defense acquisition. There has never been a greater need and the Defense Department has never had a better opportunity to produce far reaching acquisition improvements. The Department of the Army has begun to deal with five of the major obstacles to long term acquisition reform:

1. Too few Army officers, at all levels of the acquisition process, have the necessary understanding, skills, and experience to manage the acquisition process effectively.

2. The Army's past acquisition program was not developing a sufficient inventory of qualified officers to support the existing colonel level Program Management (PM) positions and some of the PMs did not meet all the requirements of the law.

3. The Army's promotion system did not support special career fields like PM. This discouraged officers from following a non-traditional career path.

4. Army officers often entered the acquisition field too late and left too early in their career for the Army to develop an institutional memory.

5. The Army's past utilization of its acquisition personnel inventory was only 24 percent.[2]

The first part of this paper discusses the current laws, Department of Defense Directives, and the results of both the Army's and Defense's Management Review and the impacts they will have on the new Army Acquisition Corps. It will also deal with the concept, career development and career opportunities that the new Army Acquisition Corps will offer to the Army officer.

Finally, this paper will attempt to analyze how successful the Army will be in establishing the Army Acquisition Corps as an attractive and competitive career field for Army officers.

BACKGROUND

The Army's weapon system acquisition program is the subject of continuous intense congressional oversight. This, coupled with the findings of the President's Packard Commission and the Defense Management Review of 1989, has repeatedly addressed the need for change. The problems identified in these and other reviews and studies has compelled both Congress and the Executive Branch to seek significant reform.

The Congress, for its part, responded by passing three procurement laws that have major impacts on acquisition personnel.

In 1984, Public Law 98-525 (10 U.S.C. 139A) was passed and dictated the tenure for major system project managers to be four years or until completion of a major acquisition milestone.

In 1985, Public Law 99-145 (10 U.S.C. 1622-23) was passed along with the Defense Authorization Act of 1986. This law dictated education, training and experience requirements for project managers. Specifically, prior to assignment, a project manager of a major defense program must:

> 1. Have attended the program management course at the Defense System management college (DSMC), or a comparable program management course at another institution.

2. Have eight years of experience in the acquisition, support, and maintenance of weapon systems; two of which must be performed while assigned to a procurement command.[3]

The latest law and the one that will have the most far reaching impact on the defense acquisition process is the 1990 Defense Acquisition Workforce Improvement Act (10 U.S.C. 1701-07, 1721-25, 1731-37, 1741-46, 1761-64), passed in October 1990. It is commonly referred to as the "Mavroules" Bill and it adds the following to a new Chapter 87 to Title 10 U.S.C.:

1. Designates the USD(A) responsible official for managing the acquisition workforce within DOD. The Service Acquisition Executives are responsible for management within their services.

2. Establishes the Director of Acquisition Education, Training, and Career Development in the office of the USD(A) and an Acquisition Career management Director in each military department.

3. Establishes education, training and experience requirements for: Contracting Officers, Senior Contracting Officials, Program Managers and Deputy Program Managers of major defense acquisition programs, Program Executive Officers, and general and flag officers and civilian equivalents that serve in "critical" acquisition positions.

4. Establishes education, training and experience requirements for PMs, Deputy PMs and Contracting Officers of "significant non-major programs", which are defined as programs that require the eventual total expenditure of more than $50M RTDE, or $250M procurement.

   -PMs and Deputy PMs of major defense programs:

      a. Must serve until completion of a major milestone that occurs closest in time to date person has served in the position for four years.

      b. Must sign an agreement to remain on

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active duty in the Federal Service
until the time above has lapsed.

-PMs and Deputy PMs of major defense programs
and of significant non-major programs:

    a. Must complete the PM Course at
DSMC, or a comparable course.

    b. For major programs, must have at
least 8 years experience in
acquisition, at least 2 of which were
performed in a PM office or similar
organization.

    c. For significant non-major programs,
must have at least 6 years experience
in acquisition.

-Contracting Officers:

    a. Must have at least two years of
contracting experience.

    b. Must complete all mandatory courses
for grade/position level.

    c. Must have baccalaureate degree and
have completed 24 semester hours in
specified disciplines.

-Program Executive Officer:

    a. Meet the same PM course
requirements as above.

    b. Have at least ten years experience
in acquisition.

    c. Have served as a PM or Deputy PM.

-General officers and civilian equivalents to
serve in critical acquisition positions:

    a. Must have ten years acquisition
experience.

    b. Four of the ten years must be while
assigned to a critical position.

5. Requires each military department to establish

an Acquisition Corps. Membership will be limited to GS-13/Major/Lieutenant Commander or above who possess a baccalaureate degree, have completed 24 semester hours in specified disciplines, and have a minimum of four years experience in a DOD acquisition position or comparable government/ industry position.

6. Establish a Defense Acquisition University Structure.

7. Designate and publish a list of "critical acquisition positions" NLT October 1, 1992.

8. Effective October 1, 1993 critical acquisition positions must be filled by Acquisition Corps members.

9. Creates special pay for military officers in critical acquisition positions who are eligible to retire but sign up for an extension beyond retirement.

10. Acquisition Workforce Enhancements: authorizes benefits to attract and retain quality personnel, including reimbursement for education leading to a degree and student loan repayment for DOD civilians. Also includes authority for special pay for selected highly qualified civilians in certain critical positions and waivers for dual compensation restrictions on retired military and civil service employees. The 180 day waiting period for hiring retired military has been waived for two years.

The Department of Defense, for its part, issued Department of Defense Directive 5000.52 and its implementing manual 5000.52M. Both these directives extend the education and experience requirements to the positions of non-major PMs, deputy program managers, and individuals serving as functional heads in a program office. It requires these individuals to complete three years of acquisition experience, of which one year must be in a procurement command, and they must complete the program

manager's course at DSMC. It also states that it is highly

desirable for program managers to have a baccalaureate or

advanced degree in a technical, scientific, or management field

and to have completed an intermediate service school. Finally,

it requires DOD components to take action to grow and maintain a

pool of qualified people.[5]

Based on the Defense Management Review, the Army conducted a

number of comprehensive studies to assess the life cycle process

of the military acquisition specialists and determine if any

changes were necessary. In July 1989, Secretary of Defense, Dick

Cheney, submitted the "Defense Management, Report to the

President". As stated in Secretary Cheney's letter, the report

set forth the plan to:

> Implement fully the Packard Commission's
> recommendations; improve substantially the
> performance of the defense acquisition system;
> and manage more effectively the Department of
> Defense and our defense resources.[6]

In the areas of developing military acquisition managers,

the military departments were directed to establish plans for a

"dedicated corps of officers...who will make a full-time career

as acquisition specialists." They were tasked to select highly

promising officers early in their careers to specialize in

acquisition. Those selected would include officers with

significant operational experience and they would be assigned to

acquisition positions and related training based on an attractive

and equitable career path which provides assurance that there

would be promotion potential to the highest flag grades.[7]

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The Defense Management Review further required each of the Service Secretaries to prepare an acquisition program and present it to the Secretary of Defense for approval by October 1989. The Army's military program concept was approved by the Chief of Staff and the Secretary of the Army in the August-September 1989 time frame. After much coordination and review by all the Army's senior leadership, the combined military and civilian program called the Army Acquisition Corps was approved on October 13, 1989.[3]

Despite this early approval, the official announcement of the establishment of the Army Acquisition Corps was delayed until after the Secretary of Defense issued a complete status report on all the services implementations of the Defense Management Report on January 11, 1990.

ACQUISITION CORPS CONCEPT

The Army Acquisition Corps is to be the program designed to professionally develop selected officers in materiel acquisition management skills through intensive management of training and broad-based acquisition assignments. The primary objective of the AAC is to develop a pool of highly qualified officers with operational, technical and leadership experience to fill designated "critical" acquisition management positions covering all functional areas of the acquisition life cycle. Public Laws 99-145, 101-923 and DOD Directive 5000.52 have defined the level of training, education, and experience that is required for those

positions which have been coded critical. Additionally, they require that they be filled by personnel in the grade of lieutenant colonel and above.

The AAC is not a new Officer Personnel Management Branch. The AAC has been classified only as a skill and is open for participation by all officers. The professional development objectives and career path options are the same for male and female officers (see Figure 1). Officers selected for participation in the AAC will be awarded skill identifier 4M. This skill applies to AAC candidate officers working toward certification and qualification for Product/Project manager selection and assignment. Skill 4M is associated with officers only and is not used to identify developmental positions. Upon meeting all certification requirements, officers will be awarded skill identifier 4Z, Certified Acquisition Officer.[3]

The AAC consists of three developmental phases: branch qualification, candidate development and certified officer. Successful progress through these phases will provide the Army with the technically proficient, experienced leaders to serve at the highest levels of the materiel acquisition management profession.

The primary AAC officer inventory base will come from Functional Area (FA) 51, Research, Development and Acquisition, and FA 97, Contracting and Industrial Management. All officers in these FAs are eligible for selection into the AAC. Any FA 51 or 97 position provides the qualifying experience needed for

award of skill 4M and 4Z. The following is a list of the AAC qualifying Areas Of Concentration (AOC) in FA 51 and FA 97:

> 51A -- Research and Development
>
> 51B -- Test and Evaluation
>
> 51C -- Combat Developments
>
> 97A -- Contracting and Industrial Management[10]

There is a need for a small number of uniquely qualified PMs, and Program Executive Officers (PEOs) outside of FA 51 and FA 97. For that reason, on an exceptional basis, officers in FA 52, FA 53 and Branch 15C/35 will be identified for entry and certification into the AAC. The exceptions will be based only on identification of firm requirements and will be tightly controlled. The following list of AOC are currently exceptions to the AAC:

> 52B -- Nuclear Weapons Research
>
> 53B -- Systems Hardware Engineering
>
> 53C -- Systems Automation Acquisition
>
> 15C/35 -- Aviation/Intelligence[11]

Not all officers or positions within an exception FA or branch will qualify for the AAC.

ACQUISITION CAREER MODEL

The AAC career model is intended to serve as a template for officer professionals over a 30-year career path. The officer will normally serve 8 years of branch development qualifying assignments prior to entering the AAC. Upon selection to the

AAC, at the eighth year accession point, the officer will be sent to advance civil schooling followed by attendance at the Materiel Acquisition Management (MAM) course at the U.S. Army Logistics Management College, Fort Lee, Virginia. Officers will then be assigned to a Functional Area position for their initial AAC professional development.

Following that assignment and promotion to major, the officer will complete Military Education Level-4 (MEL-4) schooling. MEL-4 training will be followed by an acquisition user assignment at the field grade level. This will allow the officer to update his knowledge of current weapons, tactics, and doctrine so he will be qualified to serve as an acquisition expert for his branch.

After the field grade development assignment, the officer will attend the Program Management Course at the Defense Systems Management College at Fort Belvoir, Virginia. Completion of that course will be followed by another tour in an acquisition position. During this tour, the officer should be promoted to lieutenant colonel and certified in the AAC and have skill identifier 4Z awarded.

A certified lieutenant colonel is eligible to fill lieutenant colonel 4Z critical positions and compete for selection as a lieutenant colonel product manager. The officer will continue to serve in acquisition critical and developmental positions and, if selected, will attend a senior service college. The officer, following promotion to colonel, will be certified at

the colonel level and will be eligible for a colonel project managers position. If not serving in a critical AAC position as a lieutenant colonel or colonel, the officer will be assigned to functional area positions (see Figure 2).[12]

ACQUISITION PERSONNEL MANAGEMENT

The Army Acquisition Corps' concept of centralized military and civilian personnel management into one office within the U.S. Army Personnel Command (PERSCOM) is totally new. PERSCOM is responsible for the execution of the acquisition personnel programs. The office within PERSCOM manages assignments for all acquisition personnel and also manages their training requirements. This innovative approach should lead to increased efficiencies and flexibility in filling critical positions and developing a highly qualified pool of both military and civilian leaders needed in acquisition matters. To facilitate this joint management approach, the Army Acquisition Corps Management Office (AACMO) was established to implement the new programs. Due to the joint military and civilian personnel management force of some 1950 civilians and 3000 officers, two separate branches were established to manage these personnel throughout their career life cycle.

The Civilian Acquisition Management Branch will centrally manage the civilian component development from applicant recruitment through 4Z certification to retirement. It will handle all education, development and referral actions of

designated acquisition specialists while they are active in the AAC.

The Military Acquisition Management Branch will manage the development of dual tracked or single tracked officers possessing functional areas 51, 52, 53 and 97. They will also manage all 4M acquisition candidates and 4Z certified acquisition officers along with the 3Y Space Program, the Army Astronaut Program and the Army Uniformed Scientist Program. This is where the AAC officers will find their assignment officer, and this will be the focal point for all their career development and training requirements.

OFFICER DEVELOPMENT SYSTEM

Army acquisition officers are developed through a series of events within the overall architecture of the Army's Officer Personnel Management System II (OPMS II) and Leader Development Action Plan (LDAP). The development of acquisition officers will comply with OPMS II and LDAP while meeting the specific certification standards of PL-99-145, DODD 5000.52 and the new "Mavroules" Bill. The AAC development system will follow a life cycle management model that will contain many events.

The Leader Development Action Plan specifies that functional area designation will occur during the fifth year of service. This important event is currently conducted by Officer Personnel Management Directorate (OPMD) of PERSCOM. Each year group is examined for academic degree, grade point average, preference,

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experience, and quality criteria. Upon conclusion of the
functional area designation, officers and proponents are notified
of the results and a special database is then constructed for
tracking of year groups as they move through time.

During the seventh to eighth year of service the PERSCOM
Acquisition Accession Board (PAAB) is conducted. The PAAB
formally reviews voluntary and involuntary applicants for
induction into the AAC. The AAC functional area pool is actively
solicited to become 4M acquisition candidates. All likely
candidates are sent letters requesting their applications. Upon
receipt of the applications, the PAAB is announced, usually in
October of each year. The PAAB will select the requisite branch
and functional area officers from the eligible pool using the
following criteria:

> 1. Officer must be in one of the acquisition
> functional areas.
>
> 2. Officer must have a baccalaureate degree in
> business, management, science, engineering or
> related technical discipline. Must be acceptable
> for fully funded advance civil schooling.
>
> 3. Officer must be branch qualified at the company
> grade level. Attendance of the Officer Advance
> Course and Combined Services Staff School (CAS3) is
> mandatory. Company Command reports must be center
> of mass or better.
>
> 4. Officer must have promotion potential to major
> and meet current manner of performance standards
> for advanced civil schooling enrollment.
>
> 5. Officer must volunteer with a full
> understanding of the career implications of serving
> in the AAC. If branch targets cannot be met with
> volunteers, then forced designation will be
> used.[13]

Once selected, officers will be awarded skill identifier 4M and declared functional area primacy. The officers' Career Management Information Files (CMIF) will then be transferred to the Army Acquisition Corps Management Office (AACMO). New acquisition candidates will then be processed for advanced civil schooling (ACS).

All officers assessed into the AAC will be afforded fully-funded ACS opportunities. The requirements of the AAC dictate that approximately 75% of AAC officers pursue a Masters of Business Administration (MBA) degree with approximately 25% of AAC officers pursuing a Masters of Science degree in engineering, science and other technical fields.

Officers selected to pursue advanced degrees will be directed to apply and attend only accredited institutions. Courses of study for both programs will normally require 18-24 months to complete.

Since AAC officers are accessed only from the upper half of the branch qualified quality pool, they should be selected for promotion to Major at least at the Army rate without the need for a 4M acquisition promotion floor. The primary zone to Major should occur between the ninth and tenth year of service.

Several months after the majors board, the Command and Staff College (CSC) Selection Board convenes to select officers for attendance at resident CSCs. Within the eligible population of a year group the upper half is normally selected for resident CSC. Given the quality profile of AAC accessions, no acquisition floor

will be required to ensure adequate selection opportunity. All officers receive four consecutive looks during their eligibility period. AAC officers not selected by the second look will be sent an official non-resident CGSC enrollment notice. The officer must complete the correspondence course and be awarded MEL-4 credit before LTC level 4Z certification.

Following resident CSC, AAC officers will be assigned to branch coded positions as necessary to gain acquisition user experience. After PCS from the branch assignment, the next assignment will be to the appropriate acquisition functional area.

AAC officers entering the zone of eligibility for LTC will be screened by the LTC Qualification/Validation/Certification (Q/V/C) Board held by PERSCOM for compliance with DODD 5000.52 requirements as a 4Z, Certified Acquisition Officer. The certification criteria for LTCs are as follows:

1. Officer must have completed MEL-4 resident or non-resident command and staff college.

2. Must possess at least a baccalaureate degree.

3. Must have completed at least three years experience in acquisition. One must be in a procurement command.

4. Officer must be a DSMC, PM course graduate.

5. Must be functional area qualified as field grade officer.

6. Officer must be able to attain certification criteria within two years of first look.[14]

Officers fully qualified will be awarded skill 4Z. Officers

not meeting certification standards, but likely to within two years will be continued as 4M. Officers who for some reason cannot meet Q/V/C standards will be dis-enrolled from the AAC and returned to their branch and functional area career fields. The 4Z and 4M population will then be entered in the eligible zone for LTC promotion under the acquisition floors.

The results of the Q/V/C board are used to create the eligibility file for the LTC promotion board, especially for the eligible population competing in the acquisition floors. The purpose of the acquisition floors are to ensure promotion flow of best qualified acquisition leaders into the subsequent LTC critical positions and the follow-on product manager selection board.

The officers selected for LTC under the acquisition floors and possessing skill 4Z will form the eligible population for the product manager selection. The PM board also considers previously selected and serving LTCs until their 21st year of active federal commissioned service. PMs will serve for three years as a rule.

The Senior Service College (SSC) Selection Board considers officers for attendance at the resident war colleges and fellowships. AAC officers will compete in these boards and should receive selection opportunity at the Army rate. Acquisition officer goals will be established and floors set in the board guidance to ensure appropriate consideration. Acquisition officers will be slated to the appropriate schools or

fellowships.

Graduates of resident MEL-1 schools are distributed to follow-on assignments in accordance with the annual CSA distribution guidance. AAC officers will be assigned to those positions approved as needing the MEL 1 skills.

AAC officers entering the zone of eligibility for colonel will be screened by a colonel Q/V/C board at PERSCOM for compliance with Public Laws and DODD 5000.52 certification standards. The certification criteria for colonels are the same as for LTC plus the following additions:

> 1. Must have completed at least eight years versus three years acquisition experience.
>
> 2. Must have two years versus one year experience within a procurement command or within the Office of the AAE, ASA (RDA), PEO or PM office.[5]

The Q/V/C board will examine acquisition qualifications for awarding this skill identifier at the grade of colonel. Officers lacking the necessary qualifications, but who can achieve certification within two years will be continued as 4M, Acquisition Candidates. Officers unable to meet minimum standards will be dis-enrolled from the AAC and returned to their branch or functional area career management.

The colonel Q/V/C results create the eligible population competing for the colonel acquisition floors. Officers selected for promotion will fill critical 4Z requirements and compete for subsequent selection as colonel project managers. The board floors are specific as to branch and functional area.

LTC(P) and serving colonels are eligible for selection as project managers. The eligible pool of officers will compete for the projected COL PM vacancies of that given year. Declination of colonel PM consideration is granted only for the most compelling reasons. AAC officers are promoted to colonel from within the 4Z floors by virtue of their potential to serve in the highest critical positions, to include Project Manager, and are subject to possible dis-enrollment procedures if they cannot realize that potential.

Serving 4Z colonels are eligible for consideration for promotion to brigadier general under the science and technology waiver provisions of Title IV, DOD Reorganization Act and thus do not require joint service time. To be selected, officers must be fully certified within the provisions of public law.

TRANSITION FROM THE MAM PROGRAM

The conversion of the MAM program to the Army Acquisition Corps began in September 1989 with a PERSCOM Qualification/ Validation (Q/V) Board reviewing the records of all officers who were participating in the current MAM, 6T program. This board identified officers who met or could meet the qualifications of the new AAC program through a review of the Officer Record Brief of all officers in the MAM program. From this review a recommendation was made as to whether each officer was to be retained or removed from the new program, due to the more stringent Public Law and DOD requirements.[16]

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Letters were then sent to all officers informing them of the board's recommendation to retain or eliminate them from the new program. Every officer was given the opportunity to reclama the decision of the board. The review of all reclamas was completed by March 1990. The results of this board produced the nucleus of the military component of the new AAC and established the baseline for the branch, year-group and functional area recruiting effort (see Figure 3 and 4).

The Q/V Board did find that year groups 1971 to 1983 were understrength as compared to the program's required structure, and year group 1970 through 1965 were overstrength in the grade of LTC and COL and that both would require adjusting. A Department of the Army selection board was then convened to examine the records of the overage year groups and determine "best qualified" officers for conversion and accession into the acquisition corps program. Additionally, recruitment for shortage year groups was conducted by the assignment branches. Each branch participating in the acquisition program was given specific recruitment quotas for each year group. All nominees were reviewed under the PERSCOM Acquisition Accession Board (PAAB) process. A public relations campaign, including media releases and direct mail-outs, was developed as part of the recruitment activities. Voluntary entry into the program with the concurrence and recommendation of the branch and functional proponent was the desired goal.[17]

Once the initial accessions were identified, it became

necessary to develop a process that would sustain the acquisition program by annual accessions at the eighth year of service. The first accession year group was 1983. To accomplish this, the assignment branches forwarded their candidates for inclusion into the program to the PAAB. The board then selected the required officers. Each acquisition candidate was notified of their selection and each was requested to apply for fully-funded Advance Civil Schooling (ACS). The officers were awarded skill identifier 4M pending ACS acceptance. The officer then declared functional area primacy on the Officer Record Brief and the Career Management Information File was transferred from the basic branch to the Military Acquisition Management Branch for the remainder of the officer's career. All subsequent year groups will be accessed annually in the same manner.[18]

Officers entering the program were then solely dedicated to pursuing the acquisition career field. Effective with the FY 92 Command and PM board series for LTC and the FY 93 Command and PM board series for colonel, acquisition officers were only eligible for PM selection. The FY 92 PM board for colonel in December 1990 allowed officers to compete for both command and PM for the last time.

The last of the transition processes deals with the lieutenant colonel and colonel promotion boards. It is through the board process that the AAC will maintain its credibility with its members. To insure that fully qualified officers are selected to fill Army requirements, selection floors for the 4Z

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and 4M officers have been established for the LTC and COL promotion boards. A goal will be established in the board guidance for acquisition officers selection rate to be no less than the board average rate. In addition, there will be increased acquisition officer membership on the selection boards with at least one 4Z officer on each panel of the boards. Selection for CSC and SSC should also mirror the Army selection rates. Acquisition Corps floors were incorporated into the promotion board instructions starting with the 1990 LTC and COL boards for acquisition qualified officers who possessed skill identifiers 4Z and 4M. All future LTC and COL promotion boards will incorporate floors for the selection of a specific number of acquisition officers.[19]

ACQUISITION CORPS INVENTORY REQUIREMENTS

The AAC personnel inventory is a requirements driven process. A sufficient number of officers are accessed and developed to achieve certification and fill COL and LTC critical positions. Critical positions include Project and Product Manager (PM) positions as well as other acquisition positions which require fully certified acquisition personnel in accordance with public law. Each year a 4Z critical position list panel reviews the list and recommends additions, decisions and changes. PERSCOM is then tasked to provide a personnel impact analysis on the ability of the Army to support the revised list with the current AAC personnel inventory. The PERSCOM analysis involves

the modeling of the revised list to determine annual accessions, branch and functional area pairings and total AAC end strength required to support the new structure. The new list is provided to an Acquisition Executive Board (AEB) which is convened for the express purpose of reviewing the revised list. The AEB gives final recommendation to the Army Acquisition Executive (AAE) who either approves the list as is or with changes. The AAE then approves that year's list of critical acquisition positions (see Appendix B).

The principal driver of the AAC inventory is the number of PMs. As a result any changes to the PM structure will have a direct effect on forcing significant changes to the structure and size of the AAC. When the AAC was established it was decided that a quality pool of officers from which to select PMs was desired. The ratio agreed upon was 1.7 to 1. As a result, when the PM positions are modeled, it takes 1.7 times as many officers than is actually needed in order to assure that the Army will have a sufficient number of officers it needs to fill all its PM positions (see Figure 5). The key to the size of the AAC is that the number of PMs and branch affiliation of every PM position has a direct effect on the individual branch participation in the AAC (see Appendix C). Any change in the number or functional area of a PM position changes the inventory of both the AAC and of the branch officer in the AAC.

CONCLUSIONS

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Attempts to improve the Army's officer acquisition career field have not always met with the level of success that the Army would have liked. Past Blue Ribbon Commissions, Reports and Studies have all continued to conclude that there are problems in the development of experienced, well trained and educated acquisition personnel. These same findings would demand caution on the part of any officer considering a future career in the new Army Acquisition Corps. Officers will want to know that the AAC will be an improvement over past programs and that it will remain a lasting program, not just a reflection of current priorities. They will want to be assured that senior Army leadership will stay committed to the AAC and its non-traditional career path. They will want the leadership to ensure both promotion and advancement opportunities to the highest ranks are based on excellence in acquisition management abilities and not a traditional Army career. Then and only then will the Officer Corps view the AAC as an attractive and competitive career field.

The findings of this study should provide positive answers to any Army Officer concerning the potential success and future of a career in the new AAC.

First, the AAC's new officer development path has created a positive road map to ensure that all participating members meet all the legal and directive requirements for education, training and experience. The selection of branch qualified officers at the eighth year of service will also provide the early start necessary to accomplish all the steps on the career path.

The addition of advanced civil schooling for all members who do not already have an advance degree will be a positive step. The emphasis on business related degrees will provide the necessary backgrounds for the officers to deal effectively with their civilian contractor counterpart. The advanced schooling alone will encourage many junior officers to consider membership.

Mandatory attendance of the 12 week Materiel Acquisition Management course at the Army Logistics Management Collage and the Program Management Course at the Defense Systems Management College, coupled with the opportunity for Training With Industry, will mark AAC membership as very attractive. Additionally, this will ensure that future PM selectees meet all the legal requirements for training and education.

The early entry into the program, primacy to acquisition assignments and mandatory education and training will make the AAC superior to the MAM program. Additionally, the new Acquisition Workforce Improvement Act has authorized special benefits for AAC officers in an attempt to encourage them to remain on active duty past their initial eligible retirement date. The 15% of base salary special pay will definitely encourage some retirement eligible officers into remaining on active duty. If they do decide to retire at 20 years, the opportunity to be rehired as a civilian government employee without waiting 180 days plus the waiver of the dual compensation restriction, will encourage officers to at least remain in government service versus going to private industry.

Past promotion opportunities for individuals associated with acquisition have not been competitive with those following a traditional Army career path. A key element of the Defense Management Report was the assurance of promotion potential to the highest flag grade. The Army issued memorandums of instruction to both the latest lieutenant colonel and colonel promotion boards that ensured the selection rates for AAC officers equaled the rates for the entire Army Competitive Category. The use of floors for 4M and 4Z officers as well as pre-screening of files prior to the board will accomplish this goal. Only qualified AAC officers will be promoted against the floors established to meet the Army's requirements. Additionally, the current law states that all general officers assigned to procurement commands must meet the same certification standards as PMs or be granted a waiver by the Secretary of the Army. Thus, the opportunity for promotion to the highest general officer rank is achievable in the new program for AAC officers.

Both the FY 90 colonel and lieutenant colonel promotion results attest to the Army's dedication to adhere to this principal. Thirty nine AAC officers were recommended by the selection board for promotion to colonel. Three of the 39 officers were selected from below the zone and one above the zone. Nine of the selected officers were serving product managers. There were 16 serving or previously serving battalion commanders selected, three were also serving or previously serving product managers. Overall, the selection for first time

considered 4M officers was 61.5% and 45.7% for 4Z officers or 43.6% for the total 4M/4Z population. This is most favorable when compared to the Army competitive average of only 37.2%.[20]

Similar results were achieved for the lieutenant colonel promotion board. A total of 90 AAC majors were recommended by the board. Five were selected below the zone and four above the zone. The first time considered for 4M was 75.5% while the 4Z was 57.1% as compared to the Army competitive average of 60.5%.[21]

Another indication of the Army's dedication to the success of the AAC is the results of the FY 90 Command and Staff College Selection Boards. Sixty-seven officers from the AAC were selected to attend the resident courses, resulting in a 20% selection rate as compared to the 15% rate for the overall Army. The Senior Service College Selection Board also met all the special guidance requirements placed on it by the Secretary of the Army with 18 AAC officers having been selected for FY 91-92 school year[22].

These were the first times that the AAC was included in the guidance to the boards. The instructions specifically pointed out that AAC officers must pursue a non-traditional career path. It explained that these officers might have extensive advanced civil schooling, have foregone battalion and brigade level commands, participated in the Training With Industry Program, and spent little time in branch related assignments.

The AAC will remain as an attractive and competitive career

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field only as long as the Army leadership stays supportive of it and all indications are that the support is here to stay. When President Bush issued National Security Decision Directive 219 in 1989 requiring the Department of Defense to implement the finding of the Packard Commission, the stage was set for support to acquisition reform. The DMR and the Secretary of Defense reports to the President for both 1990 and 1991 dedicated several pages to acquisition reform and specified the requirement for the services to establish and support their own Acquisition Corps. The Secretary of Army's report to Congress for 1990 and 1991 also pointed out the importance for a strong and successful AAC. The Congress has made it clear as to the importance of acquisition reform and specifically the requirements to improve the acquisition workforce. With the emphasis of our national leaders and Congress, the Army leadership will stay the course and support the AAC program.

ENDNOTES

1. U.S. Department of the Army, <u>Public Affairs Guidance - Army Acquisition Corps</u>, p. 1.

2. U.S. Department of the Army, <u>Materiel Acquisition Management: Creating an Officer Personnel System to Equip the Army of the Future</u>, pp. 2-3.

3. U.S. Laws, Statutes, etc., <u>United States Code</u>, 1988, Vol. 1, Title 10, Sec. 1621, 1622, p. 498.

4. U.S. Congress, House, Committee on Authorization, Subcommittee on Department of Defense, <u>National Defense Authorization Act for 1991</u>, pp. 161-191.

5. U.S. Department of Defense. <u>DOD Manual 5000.52M</u>, p. B-1.

6. Cheney, Dick, <u>Defense Management Report to the President</u>, p. 1.

7. <u>Ibid</u>., p. 14.

8. U.S. Department of the Army, <u>Army Acquisition Corps Personnel Bulletin</u>, p. 2.

9. U.S. Department of the Army, <u>Department of the Army Pamphlet 600-3</u>, p. 96.

10. U.S. Department of the Army, <u>Army Regulation 611-101</u>, pp. 61-62.

11. <u>Ibid</u>.

12. U.S. Department of the Army, <u>OPMD Officer Information Guide</u>, pp. 45-51.

13. U.S. Department of the Army, <u>The Army Acquisition Corps Officer's Life Cycle Management</u>, p. 4.

14. <u>Ibid</u>., p. 5.

15. <u>Ibid</u>.

16. U.S. Department of the Army, <u>Information Paper</u>, p. 8.

17. <u>Ibid</u>., p. 9.

18. U.S. Department of the Army, <u>Information Paper</u>, p. 4.

19. <u>Ibid</u>.

20. "Career Development Update", <u>Army RD&A Bulletin</u>, January-February 1991, p. 37.

21. <u>Ibid</u>.

22. <u>Ibid</u>.

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"MAM Program Under Review," Army RD&A Bulletin, November-December 1988, p.37.

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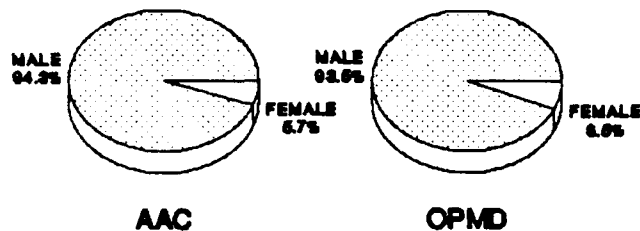
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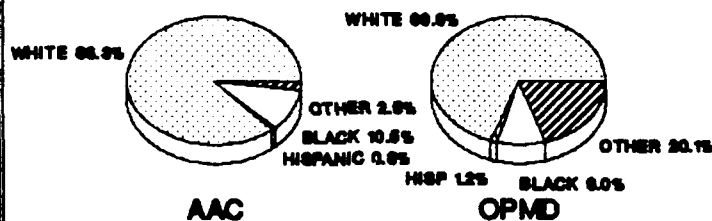
APPENDIX A

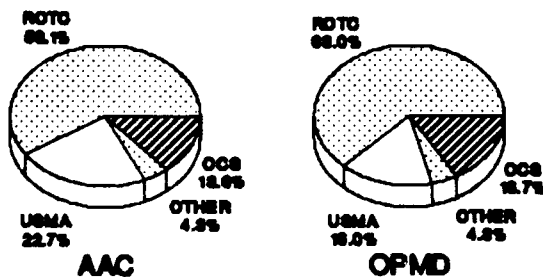# FIGURES 1 - 5

ARMY ACQUISITION CORPS
MALE / FEMALE INVENTORY

ARMY ACQUISITION CORPS
RACIAL/ETHNIC INVENTORY
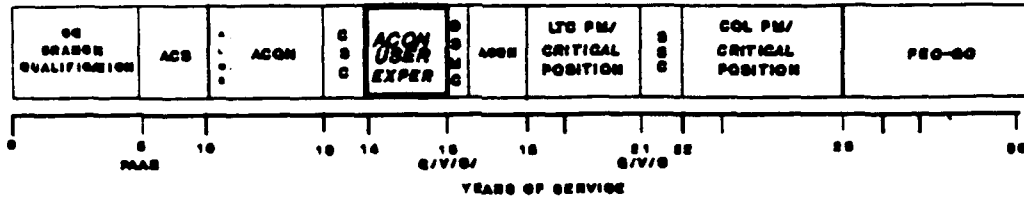
ARMY ACQUISITION CORPS
SOURCE OF COMMISSION

FIGURE 1

ARMY ACQUISITION CORPS
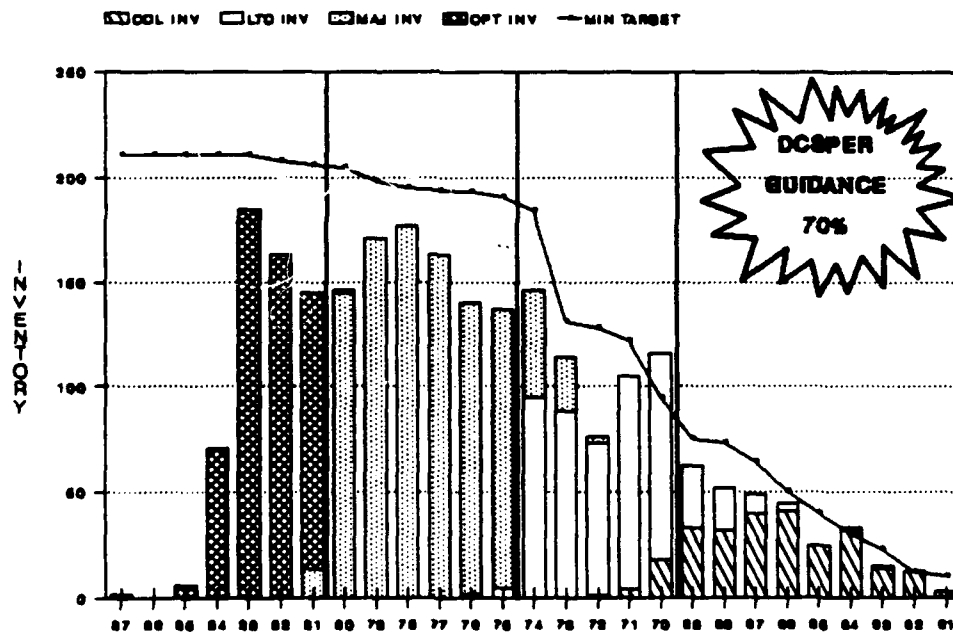## LEADER DEVELOPMENT MODEL

FUNCTIONAL AREA BASED

- *DEDICATED TO ACQUISITION*

- INTENSE MANAGEMENT BY SEPARATE PERSCOM MANAGEMENT BRANCH

- 100% ADVANCED CIVIL SCHOOLING FOR NEW ACCESSIONS AT 8 YOS

- ARMY AVERAGE PROMOTION/SELECTION OPPORTUNITIES

FIGURE 2

ARMY ACQUISITION CORPS
MILITARY TARGET VS INVENTORY

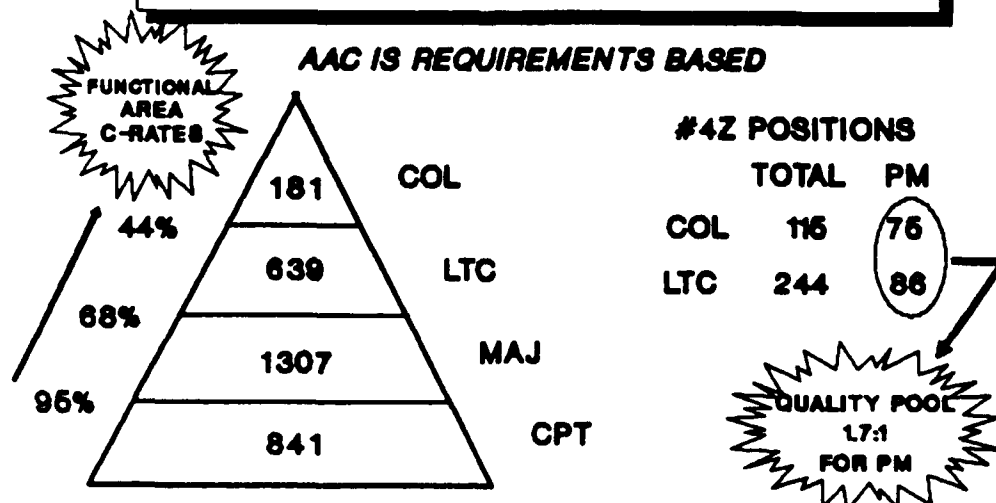TOTAL INVENTORY = 2362   **FIGURE 3**   as of 14 MAR 91

ARMY ACQUISITION CORPS
MILITARY COMPONENT

BRANCH INVENTORY

BRANCH	CPT	MAJ	LTC	COL	TOTAL
IN	52	91	32	7	182
AR	25	73	34	17	149
FA	64	119	37	28	248
AD	62	122	40	19	243
AV	34	110	91	38	273
SF	5	6	3		14
EN	13	24	18	11	66
SC	91	137	83	40	351
MP	2	12	9		23
MI	50	56	25	2	133
AG	11	25	8	3	47
FI	5	1			6
CM	20	32	12	9	73
TC	25	43	11	1	80
OD	83	124	87	65	359
QM	22	42	35	16	115
TOTAL	**559**	**1021**	**526**	**256**	**2362**

FIGURE 4

ARMY ACQUISITION CORPS
INVENTORY REQUIREMENTS
FY 90

AAC IS REQUIREMENTS BASED

FUNCTIONAL AREA C-RATES

181 COL
44%
639 LTC
68%
1307 MAJ
95%
841 CPT

#4Z POSITIONS

	TOTAL	PM
COL	115	75
LTC	244	86

QUALITY POOL 1.7:1 FOR PM

THE SUM OF THE INVENTORIES FOR EACH BRANCH/
FUNCTIONAL AREA EQUALS THE TOTAL INVENTORY

FIGURE 5

TOTAL INVENTORY REQUIRED - 2968

APPENDIX B

ARMY ACQUISITION CORPS
MILITARY CRITIACL POSITIONS

TIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
								Total:		
W1NAA	CECOM	024	02A	DEPUTY	05	QM	97A00	X80192	1	1
								Total:	1	1
W5NAA	HQ TROSCOM	100	03	DEP DIR, PROC & PROD	06		97A00	XR0192	1	1
		180	01	PROJ OFCR (AFF)	06	QM	51D92	XR0192	1	1
		510	01	PROJ MGR (MEP)	06	EN*	51D21	XR0192	1	1
		520	01	PROJ MGR (PWL)	06	QM	51D92	XR0192	1	1
		530	01	PROJ MGR (CIE)	06	QM	51D92	XR0192	1	1
		570	02	DEP PO (AFF)	05	QM	51D92	XR0192	1	0
								Total:	6	5
W0GWAA	HQ AMC	004B	02	SYS MGT OFF	05	AR	51D00	X20391	1	1
		055	02	EXECUTIVE OFFICER	06	OD	51D00	X20391	1	1
		113	01	CHIEF, SPT SYSTEMS	06		51D00	X20391	1	1
		113A	02	R&D COORDINATOR	05		51D00	X20391	1	1
		113B	02	STAFF OFFICER	05		51D00	X20391	1	1
		113B	03	STAFF OFFICER	05		97A00	X20391	1	1
		115	01	CHIEF, MSLS & WPNS	06	AD	51D14	X20391	1	1
		115E	02	SYS MGMT OFFICER	05	AR	51D12	X20391	1	1
		120A	02	SOFTWARE AUTO OFF	05		53C00	X20391	1	1
		121	01	CHIEF, ACQ,INT,ANAL	06	FA	51D13	X20391	1	1
		275	01	CHIEF, AMMO MGMT	06		51D00	X20391	1	1
								Total:	11	11
W0H9AA	HQ MICOM	031	02	DEP DIR, PROCUREMENT	06		97A00	X60192	1	1
		109	01	DIR, WPN SYS MGMT	06		51D02	X60192	1	1
		110K	01	PROD MGR (INF)	05	OD	51D91	X60192	1	1
		110L	01	PMSO EUROPE	05	FA	51D13	X60192	1	1
		207	01	PROJ MGR (TMD)	06	AD	51D00	X60192	1	1
								Total:	5	5
W0JEAA	TECOM	017	03	SENIOR R & D COORD	06		51D00	XM0291	1	1
								Total:	1	1
W0SXAA	USA ISMA	008	02	PROD MGR (JSCP)	05	SC*	51D00	CZ0192	1	1
		008	02A	PROD MGR (ASCP)	05	SC*	51D00	CZ0192	1	1
		010	02	PROD MGR (WHTS)	05	SC	51D00	CZ0192	1	1
		011A	01	PROD MGR (UTACCS)	05	SC	51D00	CZ0192	1	1
		018	01	CHIEF, FLD OFC-KOREA	05	SC	51D25	CZ0192	1	1
								Total:	5	5
W0V8AA	AUG USACSA	008	01	PROJ MGR (DCASS)	06	SC	51D25	XL0291	1	1

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

MILITARY AAC CRITICAL POSITIONS (4Z)
AS OF 20 MARCH 1991

UIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
W8AA	AUG USACSA	008	01A	PROD MGR (DDN)	05	SC*	51D25	XL0291	1	1
		010	01	PROJ MGR (DCATS)	06	SC	51D25	XL0291	1	1
		010	03	PROD MGR (DSCSI)	05	SC	51D25	XL0291	1	1
		012	01	PROJ MGR (TACCIMS)	06	SC	51D25	XL0291	1	1
								Total:	5	5
W6AA	HQ AVSCOM			PROJ MGR SPO-A200	06	AV	51D15	XB0292	1	1
		140	01	DIRECTOR, AVN SYS	06	AV	51D15	XB0292	1	1
		143	01	WSMO (UH-1)	05	AV	51D15	XB0292	1	1
		144	01	PROD MGR (ELINT/SURV)	05	AV*	51D15	XB0292	1	1
		146	01	PROD MGR (FIXED WING)	05	AV	51D15	XB0292	1	1
		147	01	PROD MGR (LOH)	05	AV	51D15	XB0292	1	1
		148	01	PROD MGR (COMINT/EW)	05	AV*	51D15	XB0292	1	1
		154	01	PROD MGR (COBRA)	05	AV	51D15	XB0292	1	1
		154	01	PROD MGR SPO-132	05	AV	51D00	XB0292	1	1
								Total:	9	9
W0Z2AA	DCSOPS	027C	01	SI/TM CRD	05	AV	15C35	CS0191	1	1
		027C	02	SYS INTGR O	05	AV	15C35	CS0191	1	1
								Total:	2	2
W1B0AA	ASARDA	01	03	EXEC ASARDA	06		51D00	SA0191	1	1
		01	04	EXEC MIL DEP	05		51D00	SA0191	1	1
		01	05	MIL ASST ASA	05		51D01	SA0191	1	1
		03	01	CHIEF	05		51D00	SA0191	1	1
		05	03	EXECUTIVE	05		51D00	SA0191	1	1
		05A	02	A/DIRECTOR	06		51D00	SA0191	1	1
		05A	03	R&D COORDINATOR	05		51D00	SA0191	1	1
		05A	04	R&D COORDINATOR	05		51D00	SA0191	1	1
		05B	01	DIRECTOR	06		51D00	SA0191	1	1
		05B	02	STAFF OFF	05		51D00	SA0191	2	2
		05D	02	STAFF OFFICER	05		97A00	SA0191	1	1
		06	02	ASST & EXEC	05		51D00	SA0191	1	1
		06A	02	DEP DIR	06		51D00	SA0191	1	1
		06D	01	CHIEF	06		51D00	SA0191	1	1
		07	02	EXECUTIVE	05		97A00	SA0191	1	1
		07B	02	PROCURE OFF	06		97A00	SA0191	2	2
		08	04	EXECUTIVE	05		51D00	SA0191	1	1
		08A	01	DIRECTOR	06		51D00	SA0191	1	1
		08A	02	STAFF OFF	05		51D00	SA0191	1	1
		08A	03	STAFF OFFICER	05		97A00	SA0191	1	1
		08B	01	DIRECTOR	06		51D00	SA0191	1	1
		08B	04	STAFF OFF	05		51D00	SA0191	2	2
		08B	05	STAFF OFF	05		53C00	SA0191	1	1
		08C	01	DIRECTOR	06		51D00	SA0191	1	1
		08C	02	STAFF OFF	05		97A00	SA0191	1	1
		08C	03	STAFF OFF	05		51D00	SA0191	1	1

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

MILITARY AAC CRITICAL POSITIONS (4Z)
AS OF 20 MARCH 1991

UIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
W3BCAA	ASARDA	09	03	EXECUTIVE	05		51D00	SA0191	1	1
		09A	01	DIRECTOR	06		51D00	SA0191	1	1
		09A	02	STAFF OFF	05	AR	51D12	SA0191	1	1
		09A	03	STAFF OFF	05	AR	51D12	SA0191	1	1
		09A	04	STAFF OFF	05	IN	51D11	SA0191	1	1
		09A	05	STAFF OFF	05	AR	51D12	SA0191	1	1
		09A	06	STAFF OFF	05	FA	51D13	SA0191	1	1
		09A	07	STAFF OFF	05	AR	51D12	SA0191	1	1
		09B	01	DIRECTOR	06	AD	51D14	SA0191	1	1
		09B	02	STAFF OFF	05	AD	51D14	SA0191	1	1
		09B	03	STAFF OFF	05	AD	51D14	SA0191	1	1
		09B	04	STAFF OFF	05	AD	51D14	SA0191	1	1
		09B	05	STAFF OFF	05	FA	51D13	SA0191	1	1
		09B	06	STAFF OFF	05	IN	51D11	SA0191	1	1
		09B	07	STAFF OFF	05	AD	51D14	SA0191	1	1
		09B	08	STAFF OFF	05	FA	51D13	SA0191	1	1
		09B	09	STAFF OFF	05	FA	51D13	SA0191	1	1
		09B	10	STAFF OFF	05	OD	51D91	SA0191	1	1
		09C	01	DIRECTOR	06	MI	51D35	SA0191	1	1
		09C	02	STAFF OFF	05	MI	51D35	SA0191	2	2
		09C	03	STAFF OFF	05	MI	51D35	SA0191	2	2
		09C	04	STAFF OFF	05	SC	51D25	SA0191	1	1
		09C	05	STAFF OFF	05	AV	51D15	SA0191	1	1
		09C	06	STAFF OFF	05	AV	51D15	SA0191	1	1
		09C	07	STAFF OFF	05	AV	51D15	SA0191	1	1
		09C	08	STAFF OFF	05	AV	51D15	SA0191	1	1
		09C	09	STAFF OFF	05	AV	51D15	SA0191	1	1
		09C	10	STAFF OFFICER	05	AV	51D15	SA0191	1	1
		09C	11	STAFF OFFICER	05	AV	51D15	SA0191	1	1
		09D	01	DIRECTOR	06		51D00	SA0191	1	1
		09D	02	STAFF OFF	05		51D00	SA0191	3	3
		09E	01	DIRECTOR	06		51D00	SA0191	1	1
		09E	02	STAFF OFF	05		51D00	SA0191	2	2
								Total:	67	67
W1BSAA	NAVY ACT	040	01	PROJ MGR (UAVJPO)	06	(FA)	51D00	JA0290	1	1
								Total:	1	1
W1BYAA	OCLL	008A	05	STAFF OFF - PROG DIV	05		51D02	SA0191	1	1
								Total:	1	1
W1E1AA	USALMC	008	01	DEAN	05		51D00	X40292	1	1
								Total:	1	1
W1PLAA	TMDE SPT GP	024	02	PROG MGR (TMDE)	06	SC*	51D00	XX0192	1	1
		024	03	PROD MGR (TEMOD)	05	SC*	51D00	XX0192	1	1

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

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TIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
TIPLAA	TMDE SPT GP	024	04	PROD MGR (ATSS)	05	SC	51D00	XX0192	1	1
								Total:	3	3
TI-8AA	USAISEC	006	01	DIR, PROJ IMPL DIR	06	SC	51D25		1	1
								Total:	1	1
TI62AA	HQ LABCOM			PROD MGR (SPO-1)	05		51D00	XD0192	1	1
		001	02A	DEP CDR	06	OD	51D91	XD0192	0	1
								Total:	1	2
TITP01	PEO IEW	002A	04	LIAISON OFFICER	05	MI	51D35	SB0191	3	3
		002D	01	PROJ MGR (EW/RSTA)	06	MI	51D35	SB0191	1	1
		002G	01	PROD MGR (GRDL CMN SENS)	05	AV	15C35	SB0191	1	1
		002H	01	PROD MGR (TEAM/STING)	05	IN	51D11	SB0191	1	1
		002I	01	PROJ MGR (NVEO)	06	AR*	51D12	SB0191	1	1
		002L	01	PROJ MGR (RADAR)	06	AD*	51D14	SB0191	1	1
		002O	01	PROD MGR (FIREFINDER)	05	FA	51D13	SB0191	1	1
		002P	01	PROD MGR (SASS)	05	MI	51D35	SB0191	1	1
		002R	01	PROJ MGR (SIG WAR)	06	MI	51D35	SB0191	1	1
		002U	01	PROD MGR (TRAILBLAZER)	05	MI	51D35	SB0191	1	1
		002W	01	PROD MGR (TM/TC/TW)	05	MI	51D35	SB0191	1	1
		002X	01	PROJ MGR (JSTARS)	06	MI*	51D35	SB0191	1	1
		002Y	01	ASST PM	05	MI	51D35	SB0191	1	1
								Total:	15	15
TITP02	PEO AVN	004	02	SR CMD REP	06	AV	51D15	SB0191	1	1
		004D	01	R&D COORD(LNO)	05	AV	51D15	SB0191	3	3
		004E	01	PROJ MGR (AAH)	06	AV	51D15	SB0191	1	1
		004W	01	PROD MGR (ATE)	05	AV	51D15	SB0191	1	1
		004X	01	PROD MGR (ATHS)	05	AV	51D15	SB0191	1	1
		004Y	01	PROD MGR (AP LONGBOW)	05	AV	51D15	SB0191	1	1
		004Z	01	PROJ MGR (AHIP)	06	AV	51D15	SB0191	1	1
		004Z	02	APM/RDTE	05	AV	51D15	SB0191	1	1
		004Z	03	APM/LOG	05	AV	51D15	SB0191	1	1
		004Z	04	APM/FORCE MOD	05	AV	51D15	SB0191	1	1
		004Z	05	APM/PROG	05	AV	97A15	SB0191	1	1
		005C	01	PROD MGR (ALSE)	05	AV	51D15	SB0191	1	1
		005F	01	PROJ MGR (ASE)	06	AV	51D15	SB0191	1	1
		005F	02	APM/RDRCM	05	AV	51D15	SB0191	1	1
		005G	01	JTCG/AS STF O	05	AV	51D15	SB0191	1	1
		005S	01	PROJ MGR (BLACKHAWK)	06	AV	51D15	SB0191	1	1
		005S	02	APM FOR READ	06	AV	51D15	SB0191	1	1
		005S	05	APM FOR RQMTS	05	AV	51D15	SB0191	1	1
		005S	06	APM FOR PRODUCTION	05	AV	97A15	SB0191	1	1
		005W	01	PM REP	05	AV	51D15	SB0191	1	1
		005X	01	CHIEF, BH MFT	06	AV	51D15	SB0191	1	0

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

MIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
W27P02	PEO AVN	005Z	01	PROJ MGR (CH-47)	06	AV	97A15	SB0191	1	1
		006D	01	PROD MGR (SOA)	05	AV	51D15	SB0191	1	1
		006H	01	PROJ MGR (LONGBOW)	06	AV	51D15	SB0191	1	1
		006I	01	APM	05	AV	51D15	SB0191	1	1
		006J	01	PROD MGR (ATAS)	05	AV	51D15	SB0191	1	1
		006N	02	APM-FORCE MOD	05	AV	51D15	SB0191	1	1
								Total:	29	28
W27P03	PEO CCS	007A	03	OPERATIONS OFFICER	05	SC	51D25	SC0190	1	1
		007D	02	TEST/EVAL OFFICER	05	SC	51D25	SC0190	1	1
		007E	01	LNO	05	SC	51D25	SB0191	1	1
		007F	01	PROJ MGR (OPTADS)	06	SC	53C02	SB0191	1	1
		007I	02	INTEROP OFFICER	05	SC	51D25	SB0191	1	1
		007I	03	TEST OFFICER	05	SC	51D25	SC0190	1	1
		007K	01	PROD MGR (TCT/NDI)	05	SC*	51D00	SB0191	1	1
		007M	01	PROJ MGR (FATDS)	06	FA	51D13	SB0191	1	1
		007M	02	PROJ OFFICER/TEST	05	FA	51D13	SB0191	1	1
		007S	01	PROD MGR (AFATDS)	05	FA	51D13	SB0191	1	1
		007T	01	PROD MGR (LTACFIRE)	05	FA	51D13	SB0191	1	1
		007V	01	PROJ MGR (CHS)	06	SC*	51D25	SB0191	1	1
		008A	01	PROD MGR (SICPS)	05	SC	51D25	SB0191	1	1
		008B	01	PROJ MGR (CSSCS)	06	TC*	53C03	SB0191	1	1
		008D	02	INTEROP OFFICER	05	SC	51D25	SB0191	1	1
		008F	01	PROJ MGR (ADCCS)	06	AD	51D14	SB0191	1	1
		008H	01	PROD MGR (FAAD C2)	05	AD	51D14	SB0191	1	1
		008I	01	PROD MGR (HIMAD C2)	05	AD	51D14	SB0191	1	1
		008J	01	PROD MGR (CACP)	05	AD	51D14	SB0191	1	1
		008P	01	PROJ MGR (ASAS)	06	MI	51D35	SB0191	1	1
		008S	01	PROD MGR (CPI)	05	SC	51D25	SB0191	1	1
		008S	02	PROD MGR (FSIC)	05	SC	51D25	SB0191	1	1
		008S	03	PROD MGR (AIM/IDP)	05	MI	51D35	SB0191	1	1
		008S	05	PROD MGR (PAWS)	05	MI*	51D35	SB0191	1	1
		008S	06	APM PAWS	05	MI	51D35	SB0191	1	1
		008T	01	PROJ MGR (AWIS)	06	SC	53C00	SB0191	1	1
		008X	01	PROD MGR (SACCS)	05	SC	53C00	SB0191	1	1
		009A	01	PROD MGR (MLC)	05	SC	51D25	SB0191	1	1
								Total:	28	28
W27P04	PEO ARMTS	010D	01	PEO REP	05		51D00	SB0191	2	2
		010E	01	PROJ MGR (SADARM)	06	OD	51D91	SB0191	1	1
		010F	01	PROD MGR (HIP)	05	FA	51D00	SB0191	1	1
		010G	01	PROJ MGR (TMAS)	06	AR*	51D12	SB0191	1	1
		010N	01	PROD MGR (9MM)	05	OD	97A00	SB0191	1	1
								Total:	6	6
W27P05	PEO CBT SPT	011	02	DEP PROG EXEC	06	OD	51D91	SB0191	1	0
		011A	01	LNO	05	OD	51D91	SB0191	1	1

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

UIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
W27P05	PEO CBT SPT	011A	02	LNO	05	TC	51D88	SB0191	1	1
		011D	01	PROJ MGR (LTV)	06	(TC)	51D00	SB0191	1	1
		011D	02	PROJ OFF	05	OD	51D91	SB0191	1	1
		011E	01	PROJ MGR (MTV)	06	(TC)	51D00	SB0191	1	1
		011F	01	PROJ MGR (HTV)	06	(TC)	51D00	SB0191	1	1
								Total:	7	6
W27P07	PEO FIRE SPT	012C	01	LNO	05		51D00	SB0191	4	4
		012E	01	PROJ MGR (AAWS)	06	(IN)	51D00	SB0191	1	1
		012F	01	PROD MGR (MPIM)	05	(IN)	51D00	SB0191	1	1
		012K	01	PROJ MGR (ATACMS)	06	(FA)	51D00	SB0191	1	1
		012K	02	APM - R&D MGR	05	OD	51D91	SB0191	1	1
		012K	03	PROD MGR (BLK II)	05	(FA)	51D00	SB0191	1	1
		012P	01	PROJ MGR (HELLFIRE)	06	(OD)	51D00	SB0191	1	1
		012Q	01	PROD MGR (HOMS)	05		51D00	SB0191	1	1
		012X	01	PROJ MGR (MLRS)	06	(FA)	51D00	SB0191	1	1
		012X	02	APM-DEV	05	OD	51D91	SB0191	1	1
		012Z	01	PROD MGR (SADARM/MLRS)	05	OD*	51D00	SB0191	1	1
		013	01	PROD MGR (FSC2)	05		51D00	SB0191	1	1
		013H	01	PROJ MGR (TOW)	06	(IN)	51D00	SB0191	1	1
		013H	02	APM-MSL	05	OD	51D00	SB0191	1	1
		013I	01	PROD MGR (BFVS/TOW)	05	OD*	51D91	SB0191	1	1
		013P	01	PROD MGR (TSIP)	05	(IN)	51D00	SB0191	1	1
		013Q	01	PROJ MGR (JGLTR)	06	(IN)	51D00	SB0191	1	1
		013Q	02	APM FOR VAR1	05	FA	51D13	SB0191	1	0
		013W	01	PROJ MGR (SMO)	06	(FA)	51D00	SB0191	1	1
		013Z	01	PROJ MGR (SPO)	06	(OD)	51D00	SB0191	1	1
		013Z	02	APM R&D	05	FA	51D13	SB0191	1	1
		013Z	03	APM PROD	05	FA	51D13	SB0191	1	0
								Total:	25	23
W27P08	PEO COMM	015G	01	PROJ MGR (GPS)	06	SC	51D25	SB0191	1	1
		015M	01	PROJ MGR (MSCS)	06	SC	51D25	SB0191	1	1
		015R	01	PROD MGR (COM MGT)(CMS)	05	SC	51D25	SB0191	1	1
		015U	01	PROJ MGR (MSE)	06	SC*	97A25	SB0191	1	1
		016J	01	PROJ MGR (ADDS)	06	SC	51D00	SB0191	1	1
		016J	02	DPM JTIDS	05	SC	51D25	SB0191	1	1
		016L	01	DEP PROJ DIR	06	SC	51D25	SB0191	1	1
		016P	01	PROD MGR (EPLRS)	05	SC	51D25	SB0191	1	1
		016Q	01	PROJ MGR (REG NET)	05	SC*	97A00	SB0191	1	1
		016V	01	PROJ MGR (SATCOM)	06	SC	51D25	SB0191	1	1
		017B	01	PROD MGR (TACSAT)	05	SC*	97A00	SB0191	1	1
		017D	01	PROJ MGR (SCOTT)	06	SC	51D00	SB0191	1	1
		017K	01	PROJ MGR (SINCGARS)	06	SC*	97A00	SB0191	1	1
								Total:	13	13
W27P09	PEO AIR DEF	018	03	APEO	06	AD	51D14	SB0191	1	1

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

UIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
W7P09	PEO AIR DEF	018C	01	LNO	05	AD	51D00	SB0191	4	4
		018D	01	PROJ MGR (LOS-F-H)	06	AD	51D00	SB0191	1	1
		018D	02	APM FIELDING	05	AD	51D14	SB0191	1	1
		018J	01	PROJ MGR (NLOS)	06	AD*	51D00	SB0191	1	1
		018J	02	APM DEV	05	AD	51D14	SB0191	1	1
		018P	01	PROJ MGR (PATRIOT)	06	AD	51D00	SB0191	1	1
		018P	04	APM SP PROG	05	AD	51D00	SB0191	1	1
		018P	05	APM COMMO	05	AD	51D00	SB0191	1	0
		018Q	01	PROD MGR (ATM)	05	AD	51D14	SB0191	1	1
		018W	01	PROJ MGR (STINGER)	06	AD	51D00	SB0191	1	1
		018W	02	PROD MGR (AVENGER)	05	AD	51D14	SB0191	1	1
		019B	01	PROD MGR (FAAD SENS)	05	AD	51D14	SB0191	1	1
								Total:	16	15
W7P10	PEO ASM	020A	02	LOG OFF	05	OD	51D91	SB0191	1	1
		020B	01	LNO	05	AR	51D12	SB0191	1	1
		020B	02	ASST LNO	05	IN	51D11	SB0191	1	1
		020D	01	APEO LOG	06	AR	51D12	SB0191	1	1
		020D	02	LOG OFCR	05	AR	51D12	SB0191	1	1
		020D	03	ILS MGR	05	AR	51D12	SB0191	1	1
		020G	01	PROJ MGR (BFVS)	06	OD*	51D00	SB0191	1	1
		020G	02	APM PDN/READ	05	AR	97A12	SB0191	1	1
		020G	03	APM MAT/FCO	05	OD	51D91	SB0191	1	1
		020H	01	PROJ MGR (ABRAMS)	06	AR	51D12	SB0191	1	1
		020H	02	PM M1A2	05	AR	51D12	SB0191	1	1
		020H	03	PM M1A1	05	IN	51D11	SB0191	1	1
		020I	01	PROJ MGR (SS)	06	EN*	51D21	SB0191	1	1
		020I	02	APM PROD	05	OD	97A91	SB0191	1	1
		020I	03	APM R&D	05	OD	51D91	SB0191	1	1
		020I	04	APM R&D	05	CM	51D74	SB0191	1	1
		020J	01	PROJ MGR (CMV)	06	EN	51D21	SB0191	1	1
		020K	01	PROJ MGR (BLK III)	06	AR	51D12	SB0191	1	1
		020K	02	PROD MGR (CMCH BLKIII)	05	IN	51D11	SB0191	1	1
		020K	03	PROD MGR (ARMT BLKIII)	05	AR	51D12	SB0191	1	1
		020K	04	APM/FIELDING	05	OD	51D91	SB0191	1	1
		020L	01	PROJ MGR (FIFV)	06	IN	51D11	SB0191	1	1
		020L	02	PROD MGR (CMCH FIFV)	05	AR	51D12	SB0191	1	1
		020L	03	PROD MGR (ARMT FIFV)	05	IN	51D11	SB0191	1	1
		020L	04	APM LOG FLDG	05	IN	51D11	SB0191	1	1
		020M	01	PROJ MGR (LOSAT)	06	IN	51D11	SB0191	1	1
		020M	02	PROD MGR (MSI)	05	OD	51D91	SB0191	1	1
		020M	03	PROD MGR (CHASS)	05	IN	51D11	SB0191	1	1
		020M	04	APM-LOG	05	OD	51D91	SB0191	1	1
		020N	01	PROJ MGR (FARV)	06	OD	51D91	SB0191	1	1
		020N	02	PROD MGR (CMCH FARV)	05	OD	51D91	SB0191	1	1
		020O	01	PROJ MGR (AFAS)	06	FA	51D13	SB0191	1	1
		020O	02	PROD MGR (CMCH AFAS)	05	FA	51D13	SB0191	1	1
		020P	01	PROJ MGR (AGS)	06	AR	51D12	SB0191	1	1

* DIFF BTWN TAADS AND PM MODEL/( ) ALLOCATED TO A SPECIFIC BRANCH

MILITARY AAC CRITICAL POSITIONS (4Z)
AS OF 2J MARCH 1991

UIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
								Total:	34	34
W27P11	PEO STAMIS	021	02	DEPUTY PEO	06	SC	53C00	SB0191	1	1
		021	03	EXEC OFF	05	SC	53C00	SB0191	1	1
		021C	02	SYSTEMS ACQ OFFICER	05	SC	53C00	SB0191	1	1
		021D	02	SYSTEMS ACQ OFFICER	05	SC	53C00	SB0191	1	1
		021F	01	PROJ MGR (TACMIS)	06	SC	53C00	SB0191	1	1
		021S	01	PROD MGR (AIT)	05	SC*	53C00	SB0191	1	1
		021T	01	PROD MGR (TACCS)	05	SC	53C00	SB0191	1	1
		021U	01	PROD MGR (CTASC)	05	SC	53C00	SB0191	1	1
		021Z	01	PROD MGR (SAMS)	05	OD	53C91	SB0191	1	1
		021Z	02	PROD MGR (SARSS)	05	QM	53C92	SB0191	1	1
		021Z	03	PROD MGR (DAMMS)	05	TC	53C88	SB0191	1	1
		022	01	PROJ MGR (ISM)	06	SC	53C00	SB0191	1	1
		022O	01	PROJ MGR (AAS)	06	SC	97A00	SB0191	1	1
		022Q	01	PROD MGR (ACPERS)	05	AG	53C00	SB0191	1	1
		022R	01	PROD MGR (SIDPERS-3)	05	AG	53C00	SB0191	1	1
		022S	01	PROD MGR (PERMS)	05	AG	53C42	SB0191	1	1
								Total:	16	16
W27P12	PM LHX	023	03	APM/RQMTS RSI	06	AV	51D15	SB0191	1	1
		023	04	PROD MGR (T800 ENG)	05	AV	51D15	SB0191	1	1
		023	05	APM/TEST/EVAL	05	AV	51D15	SB0191	1	1
		023J	01	PEO REP	05	AV	51D15	SB0191	1	1
								Total:	4	4
W27P14	PM JTFP	025P	03	PROD MGR (SSP-S)	05	MI	51D00	SB0191	1	1
								Total:	1	1
W27P15	PM UAV	026	01	PROJ MGR (UAV)	06	FA	51D00	SB0191	1	1
		026	03	APM PROGS	05	MI	51D35	SB0191	1	1
		026	04	APM RQMTS	05	MI	51D35	SB0191	1	1
		026B	01	APM	05	MI	51D00	SB0191	1	1
								Total:	4	4
W27PAA	AAESA	001	01	DIRECTOR	06		51D00	SB0191	1	1
		001A	01	AAC PROP OFCR	05		51D00	SB0191	1	1
		001G	01	PROJ OFC, AIM	05	SC	53C00	SB0191	1	1
								Total:	3	3
W317AA	PM TNG DEV	001	01	PROJ MGR (TNG DEV)	06	OD*	51D91	XL0192	1	1
		004	01	PROD MGR (ACTS)	05	AV	51D15	XL0192	1	1
		005	01	PROD MGR (CSTS)	05	FA	51D02	XL0192	1	1
		006	01	PROD MGR (CCTS)	05	AR	51D12	XL0192	1	1
		007	01	PROD MGR (CATS)	05	FA	51D02	XL0192	1	1

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

MILITARY AAC CRITICAL POSITIONS (4Z)
AS OF 20 MARCH 1991

UIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
								Total:	5	5
W36PAA	USA SPACE PROG	001	01	DIRECTOR(TENCAP)	06		51D00	XK0191	1	1
		001	02	DEPUTY DIR	05		51D00	XK0191	1	1
		003	01	CON/IND MGMT	05		97A00	XK0191	1	1
		011	01	CHIEF SD/YB	05	MI	51D35	XK0191	1	1
								Total:	4	4
W36WAA	PM NUC MUN	001	01	PROJ MGR (NUC MUN)	06	FA	51D13*	XL0192	1	1
		001	02	ASST PM OPER	05	OD	51D91	XL0192	1	1
		008	01	ASST PROJ MGR	05	OD	51D91	XL0192	1	1
		009	01	ASST PROJ MGR	05	OD	51D91	XL0192	1	1
								Total:	4	4
W384AA	RSCH ASSOC	003	01	CHIEF, TECH CONT MGT	05		97A00	S80191	1	1
								Total:	1	1
W3GCAA	DSMC	003	01	DIR ACE	06		51D00	JA0290	1	1
		005	05	PROF SYS ACQ	05		51D00	JA0290	3	3
		006	02	PROF SYS ACQ	05		97A00	JA0290	2	2
		006	03	PROF SYS ACQ	05		97A00	JA0290	1	1
		006	04	PROF SYS ACQ	05		51D00	JA0290	1	1
		007	02	PROF SYS ACQ	05		51D00	JA0290	5	5
		008	02	PROF SYS ACQ	05		51D00	JA0290	1	1
		009	04	PROF SYS ACQ	05		51D00	JA0290	1	1
		010	02	PROF SYS ACQ	05		51D00	JA0290	2	2
		010	02A	PROF SYS ACQ	05		51D00	JA0290	1	1
		016	02	DIR CONTR MGT	05		97A00	JA0290	1	1
		021	01	DEAN, COLLEGE OPS	06		51D00	JA0290	1	1
								Total:	20	20
W3Q2AA	OPTEC	011A	01	CHIEF, EVAL, AVN	05	AV	51D15	SF0191	1	1
		012A	01	CHIEF, EVAL, C2I	05	AD	51D14	SF0191	1	1
		012D	01	CHIEF, EVAL, SDI	05	AD	51D14	SF0191	1	1
		013B	01	CHIEF, EVAL, INF	05	IN	51D11	SF0191	1	1
		014A	01	CHIEF, ATCCS	05	SC	51D25	SF0191	1	1
		014B	01	CHIEF, EVAL, C4	05	SC	51D25	SF0191	1	1
		015A	01	CHIEF, EVAL, CS	05	TC	51D88	SF0191	1	1
		016A	01	CHIEF, EVAL, FS	05	FA	51D13	SF0191	1	1
		017A	01	CHIEF, EVAL, INTEL	05	MI	51D35	SF0191	1	1
		020C	01	CHIEF, PLANS DIV	05		51D00	SF0191	1	1
		025E	01	CHIEF, LOG OPS	05	QM	97A92	SF0191	1	1
								Total:	11	11
W3YTAA	HQ TRADOC	071D	01	ACQUISITION MGMT OFF	05		97A00	TC0192	1	1

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

MILITARY AAC CRITICAL POSITIONS (4Z)
AS OF 20 MARCH 1991

UIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
								Total:	1	1
WU57AA	PM ITTS	001	01	PROJ MGR (ITTS)	06		51D00	X20391	1	1
								Total:	1	1
WUCHAA	OCLL	002	03	CONGRESSIONAL COORD	05		97A00	SB0191	1	1
								Total:	1	1
WUG8AA	CE CENTER	522	01	CMD MGR, SOF	05		51D00	X80292	1	1
		555	02A	APM	05	SC	51D25	X80292	1	0
								Total:	2	1
WUGGAA	HQ TACOM	067	02	DEP DIR	06		97A91	X70192	1	1
		122	01	PROD MGR (M113 FOV)	05	OD*	51D11	X70192	1	1
		123	01	PROD MGR (CCE/SMHE)	05	OD*	97A91	X70192	1	1
								Total:	3	3
WUGHAA	TACOM	004	01	DIR, ADV SYS CONC.	06	AR	51D12		1	1
								Total:	1	1
WUGVAA	HQ CECOM	059	02A	DEP DIR, CONT & SPT	06		97A00	X80391	1	1
		409	01	PROD MGR (JASORS)	05	SF*	53C00	X80391	1	1
								Total:	2	2
WUMKAA	ARDEC	010	01	CHIEF, ASCO	06		51D00	XQ0292	1	1
								Total:	1	1
WUMLAA	CRDEC	102	01	PROD MGR (SMOKE)	05	CM	51D74	XQ0192	1	1
		103	01	PROJ MGR (BIN MUN)	06	CM	51D74	XQ0192	1	1
		105	01	PROJ MGR (NBC DEF)	06	CM	51D74	XQ0192	1	1
								Total:	3	3
WUMMAA	HQ AMCCOM	106	01	DIRECTOR, WSMD	06	OD	51D91	XQ0591	1	1
		440	01	PROD MGR (MORTARS)	05	OD*	51D00	XQ0591	1	1
		510	01	PROJ MGR (AMMOLOG)	06	OD*	51D00	XQ0591	1	1
		520	01	PROD MGR (FUZES)	05	FA	51D13	XQ0591	1	1
		530	01	PROJ MGR (MCD)	06	OD	51D91	XQ0591	1	1
								Total:	5	5
WUN4AA	DCSO	600	10	DEP DIR/PROG MGR (DMS)	06	SC	53C00	DF0190	1	1

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

UIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
								Total:	1	1
W4PCAA	USAFISA	008A	01	PROD MGR (TAADS-R)	05	(SC)	53C00	SF0191	1	1
								Total:	1	1
W4PCAA	MTMC FO	008	01	PROJ MGR (TCACCIS)	06	TC	53C00	MT0291	1	1
		011	01	PROD MGR (CFM)	05	TC	53C00	MT0291	1	1
		012	01	PROG MGR (TOPS)	05	TC	53C88	MT0291	1	1
								Total:	3	3
W4OSAA	CNTSPTAG	001	03	EXECUTIVE OFFICER	05		97A03	SB0191	1	1
		003A	02	PROC OFF	05	QM	97A92	SB0191	1	1
		005	02	PROC OFF, POL & PROC	06		97A03	SB0191	1	1
		006	01	CHIEF, SYS ACQ DIV	06		97A03	SB0191	1	1
		006B	02	PROCUREMENT OFFICER	05		97A03	SB0191	1	1
								Total:	5	5
W4T8AA	USA SDC	001	02	CHIEF OF STAFF	06	AD	51D14	SC0192	1	1
		004	05	STAFF OFF	05		51D00	SC0192	4	4
		004	06	STAFF OFF	05		51D00	SC0192	1	1
		005	01	ACS	06	OD	51D91	SC0192	1	1
		005	04	STAFF OFF (RD)	05	AD	51D14	SC0192	1	1
		005	05	STAFF OFF (RD)	05	OD	51D91	SC0192	1	1
		005	07	STAFF OFF	05	OD	51D00	SC0192	1	1
		019	02	DEP OPER	06	AD	51D14	SC0192	1	1
		019C	01	CHIEF, FO, BOEING	05	AD	51D14	SC0192	1	1
		019F	01	CHIEF, FO, LOCKHEED	05	OD	51D91	SC0192	1	1
		019G	01	CHIEF, FO, MCDO-DOUG	05	AD	51D14	SC0192	1	1
		023	01	CHIEF	06	AD	51D14	SC0192	1	1
		023D	01	PROD MGR (STARS)	05	(AD)	51D00	SC0192	1	1
		026D	01	PROD MGR (BMDS)	05	(AD)	51D00	SC0192	1	1
		027C	01	PROD MGR (HVL)	05	OD*	51D91	SC0192	1	1
		029	02	DEPUTY DIR	06	OD	51D91	SC0192	1	1
		029K	01	CHIEF, SYS ENG	06	OD	51D91	SC0192	1	1
		032	01	PROJ MGR (AOA)	06	AD	51D14	SC0192	1	1
		033	01	PROJ MGR (GBR)	06	AD	51D14	SC0192	1	1
		034	02	DEPUTY	05	AD	51D14	SC0192	1	1
		035	02	DEPUTY	05	OD	51D91	SC0192	1	1
		036	01	PROJ MGR (GBL)	06	AD	51D00	SC0192	1	1
		038	01	CHIEF, TH MSL DEF AP	06	AD	51D14	SC0192	1	1
		038C	02	PROD MGR (EADTB)	05	AD	51D14	SC0192	1	1
		039	01	PRNCPL DEP PM	05		51D00	SC0192	1	1
		040	02	ASST JMP ARMY	06		51D00	SC0192	1	1
								Total:	29	29

* DIFF BTWN TAADS AND PM MODEL/() ALLOCATED TO A SPECIFIC BRANCH

MILITARY AAC CRITICAL POSITIONS (4Z)
AS OF 20 MARCH 1991

UIC	UNIT	PARA	LIN	DUTY TITLE	GR	BRAN	PRC	CCNUM	REQ	AUTH
								Total:	425	419

APPENDIX C

FY 91
PROGRAM MANAGERS

ARMOR PMs
FY 91

GRADE	SYSTEM	CODING
O-5	PM CCTS	51D00
	PM SPO1	51D00
	PM M1A1	51D00
	PM M1A2	51D00
	PM CMCH BLKII	51D00
	PM ARMTS BLKIII	51D00
	PM ARMT AGS	51D00
O-6	PM ABRAMS	51D00
	PM SS	51D00
	PM BLKIII	51D00
	PM AGS	51D00
	PM LAV	51D00

FIELD ARTILLERY PMs
FY 91

GRADE	SYSTEM	CODING
O-5	PM AFATDS	51D00
	PM ATACMS BLKII	51D00
	PM FIREFINDER	51D00
	PM FSC2	51D00
	PM CSTS	51D00
	PM LTACFIRE	51D00
	PM PALADIN	51D00
	PM CMCH AFAS	51D00
	PM ARMTS AFAS	51D00
	PM SISMO	51D00
O-6	PM FATDS	51D00
	PM MLRS	51D00
	PM NLOS	51D00
	PM SMO	51D00
	PM UAV	51D00
	PM ATACMS	51D00
	PM AFAS	51D00
	PM UAV/JPO	51D00
	PM NUC MUN	52B00

AIR DEFENSE PMs
FY 91

GRADE	SYSTEM	CODING
O-6	PM CACP	51D00
	PM BMDS	51D00
	PM FAAD C2	51D00
	PM FAAD SEN/ID	51D00
	PM HIMAD C2	51D00
	PM AVENGER	51D00
	PM ATMD	51D00
	PM EADTB	51D00
	PM STARS	51D00
	PM HVL	51D00
	PM MSI	51D00
	PM HOMS	51D00
O-6	PM ADCCS	51D00
	PM GBR	51D00
	PM TMD	51D00
	PM LOS-F-H	51D00
	PM PATRIOT	51D00
	PM STINGER	51D00
	PM CSAM	51D00
	PM AAM	51D00
	PM FOG-M	51D00

AVIATION PMs
FY 91

GRADE	SYSTEM	CODING
O-6	PM ALSE	51D00
	PM ATAS	51D00
	PM ATE	51D00
	PM ATHS	51D00
	PM ACTS	51D00
	PM COBRA	51D00
	PM LOH	51D00
	PM SOA	51D00
	PM SPO 132	51D00
	PM TADS/PNVS	51D00
	PM T800	51D00
	PM APLONGBOW	51D00
	PM FW	51D00
	PM GDRL COM SEN	15C35
	PM COMINT/EW	15C35
	PM ELINT/SURV	15C35
O-6	PM AAH	51D00
	PM ASE	51D00
	PM BLACKHAWK	51D00
	PM CH-47	51D00
	PM SPO-200	51D00

AJUTANT GENERAL PMs
FY 91

GRADE	SYSTEM	CODING
O-6	PM ACPERS	53C00
	PM SIDPERS 3	53C00
	PM PERMS	53C00

CHEMICAL CORPS PMs
FY 91

GRADE	SYSTEM	CODING
O-6	PM SMOKE	51D00
O-6	PM BIN MUN	51D00
	PM NBC DEF	51D00

ENGINEER PMs
FY 91

GRADE	SYSTEM	CODING
O-5	PM CCE/SMHE	97A00
	PM HVY AS	51D00
O-6	PM CMV	51D00

MILITARY INTELLIGENCE PMs
FY 91

GRADE	SYSTEM	CODING
O-5	PM AIM/IDP	51D00
	PM MLRS/SADARM	51D00
	PM SSPS-S	51D00
	PM CP/TMT/TWF	51D00
	PM TRAILBLAZER	51D00
	PM SASS/GR	51D00
O-6	PM ASAS	51D00
	PM EW/RSTA	51D00
	PM NVEO	51D00
	PM RADAR	51D00
	PM SIG WAR	51D00
	PM TENCAP	51D00

ORDNANCE PMs
FY 91

GRADE	SYSTEM	CODING
O-6	PM 113 FOV	97A00
	PM 9MM PISTOL	97A00
	PM AIT	63C00
	PM SAMS	63C00
	PM FUZES	51D00
	PM HELLFIRE-MOP	51D00
	PM INF COM	51D00
	PM TEMOD	51D00
	PM CMCH FARV	51D00
O-6	PM AMMLOG	97A00
	PM HELLFIRE	51D00
	PM FARV	51D00
	PM SADARM	51D00
	PM SPO	51D00
	PM TMAS	51D00
	PM TMDE	51D00
	PM MEP	51D00
	PM MCD	51D00

INFANTRY PMs
FY 91

GRADE	SYSTEM	CODING
O-6	PM BFVS/TOW	97A00
	PM CATS	51D00
	PM MORTARS	51D00
	PM STINGRAY	51D00
	PM LCC	51D00
	PM TSIP	51D00
	PM MPIM	51D00
	PM CMCH FIFV	51D00
	PM ARMT FIFV	51D00
	PM SMALL ARMS	51D00
O-6	PM AAWS	51D00
	PM BFVS	51D00
	PM JGLTR	51D00
	PM TOW	51D00
	PM FIFV	51D00
	PM TRNG DEV	51D00
	PM LOSAT	51D00
	PM ROBOTICS	51D00

SIGNAL CORPS PMs
FY 91

GRADE	SYSTEM	CODING
O-6	PM ATSS	51D00
	PM CMS	51D00
	PM DSCSI	51D00
	PM EPLRS	51D00
	PM FSIC	51D00
	PM PRWS	51D00
	PM STATS	51D00
	PM TAC-SATCOM	51D00
	PM WHTS	51D00
	PM UTACCS	51D00
	PM REGNET	51D00
	PM SICPS	51D00
	PM CMS	51D00
	PM MLC	51D00
	PM CTASCII	53P00
	PM DDN	53P00
	PM JSCP	53P00
	PM STRGC C&C SYS	53P00
	PM TAADS-R	53P00
	PM TACCS	53P00
	PM TCT	53P00

SIGNAL CORPS PMs
FY 91

GRADE	SYSTEM	CODING
O-6	PM DCASS	51D00
	PM DCATS	51D00
	PM JSTARS GSM	51D00
	PM MSE	51D00
	PM NAV GPS	51D00
	PM SATCOM	51D00
	PM SCOTT	51D00
	PM SINCGARS	51D00
	PM TACCIMS	51D00
	PM PLRS (ADDS)	51D00
	PM MSCS	51D00
	PM ITTS	51D00
	PM AWIS/CSS	53P00
	PM CHS	53P00
	PM OPTADS	53P00
	PM TACMIS	53P00
	PM ISM	53P00
	PM DMS	53P00
	PM AAS	97A00

QUARTER MASTER PMs
FY 91

GRADE	SYSTEM	CODING
O-5	PM ASCP	63C00
	PM SARSS	63C00
O-6	PM PWL	51D00
	PM CIE	51D00
	PM CSSCS	63C00

TRANSPORTATION PMs
FY 91

GRADE	SYSTEM	CODING
O-5	PM DAMMS	51D00
O-6	PM LTV	51D00
	PM HTV	51D00
	PM MTV	51D00
	PM TCACCIS	63C00